

Leadership & Power: New Paradigms, New Concepts

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Agenda

- The context
- Leadership concept & Traditional approaches to leadership
- Contemporary approaches to leadership
- Leadership and power

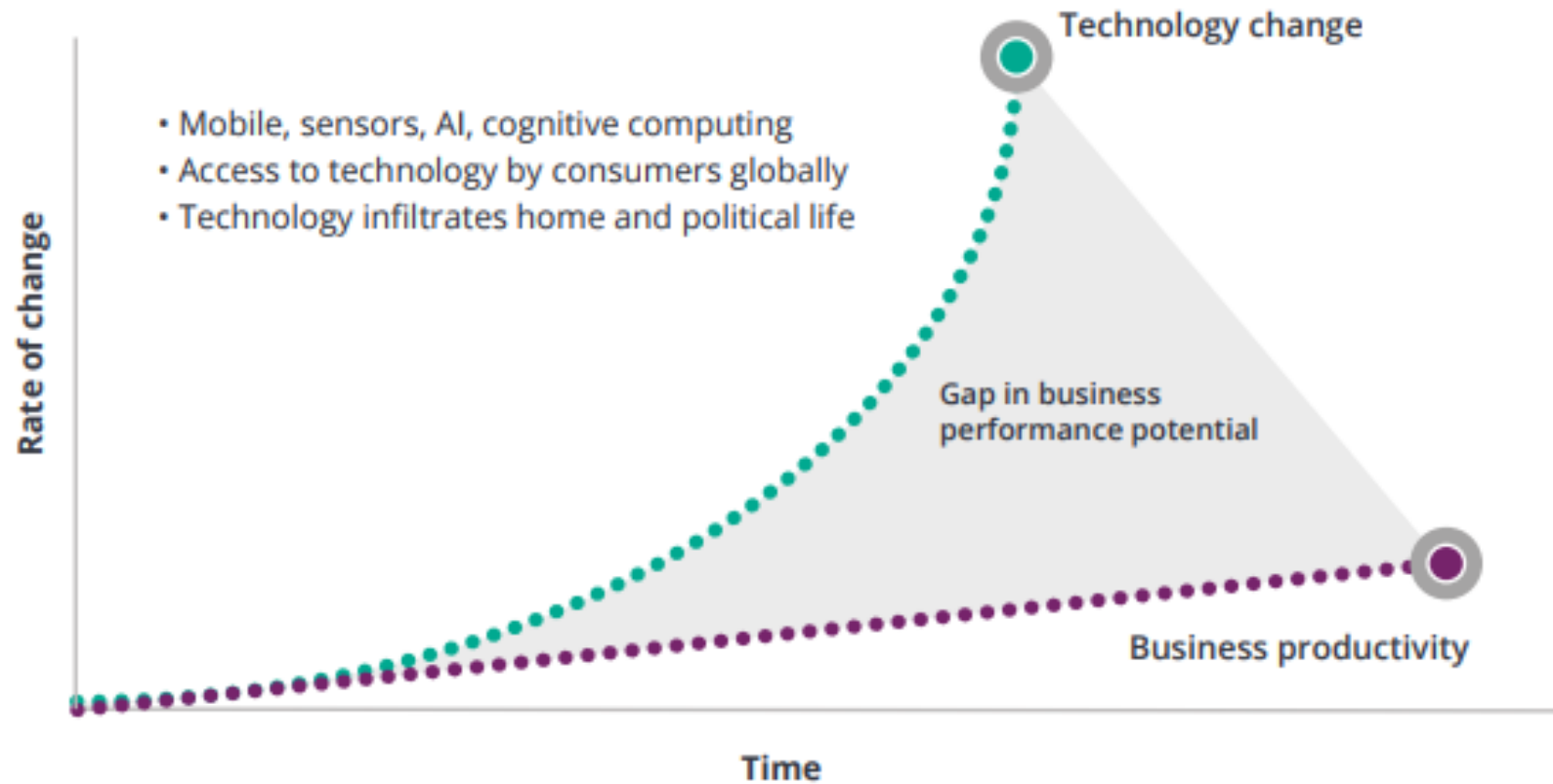
The context



The context

- **Technology** advancing at unprecedented rate
- This causes **stress** for individuals and society, employees and organizations are overwhelmed
- **Business productivity** has not kept the pace with technological progress
- **Companies are being disrupted** more quickly

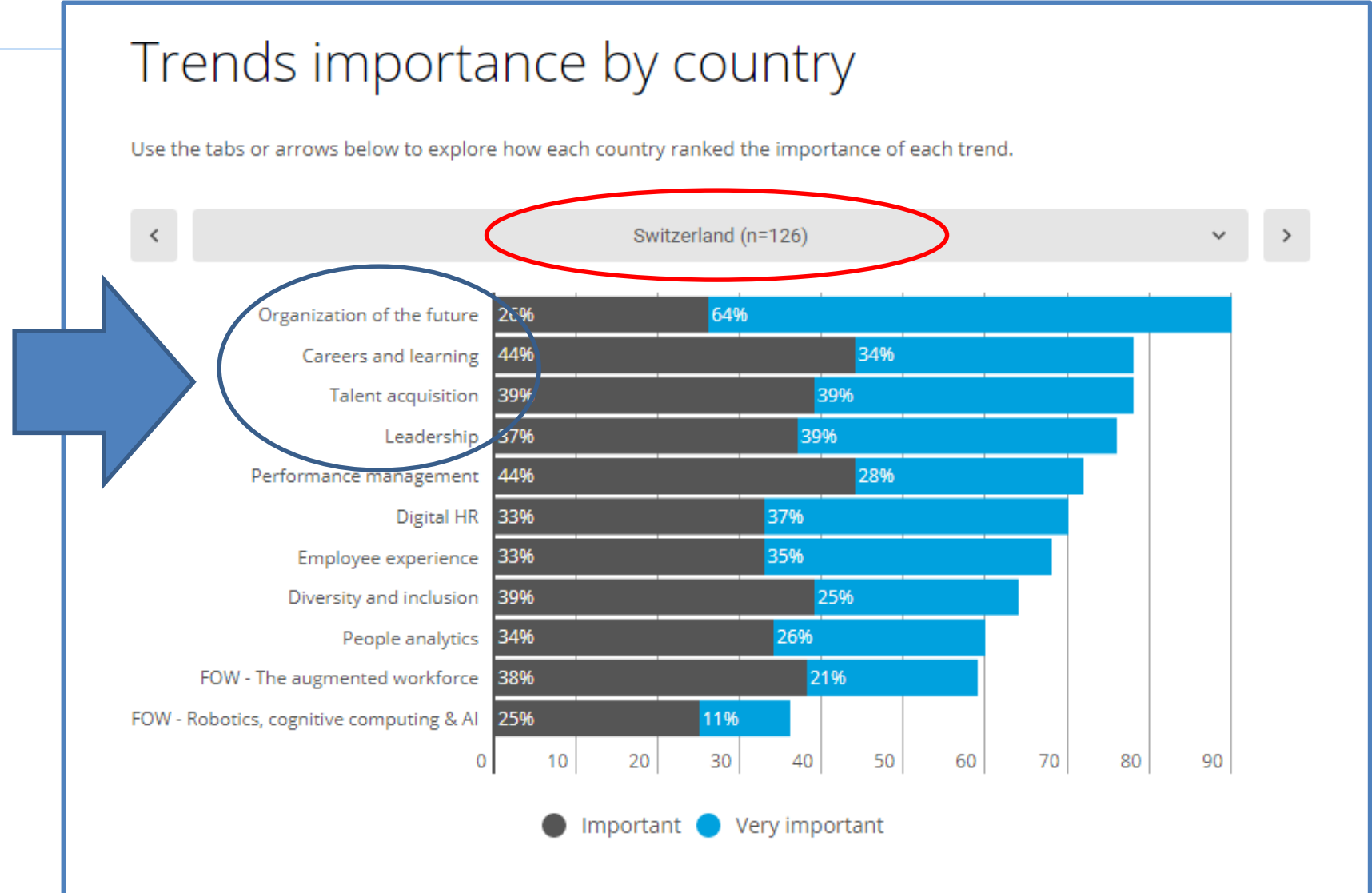
The context



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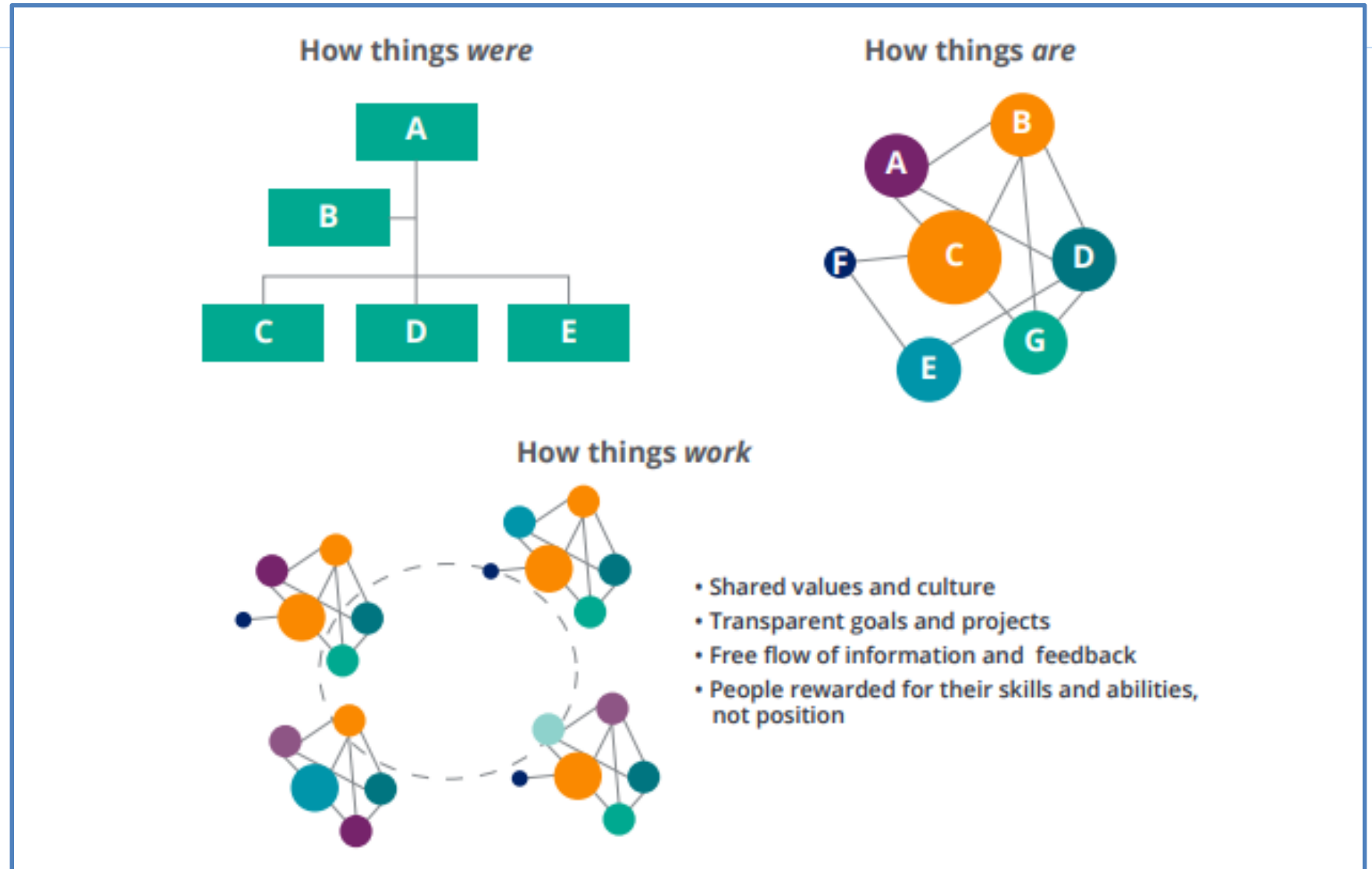
The context

New Trends



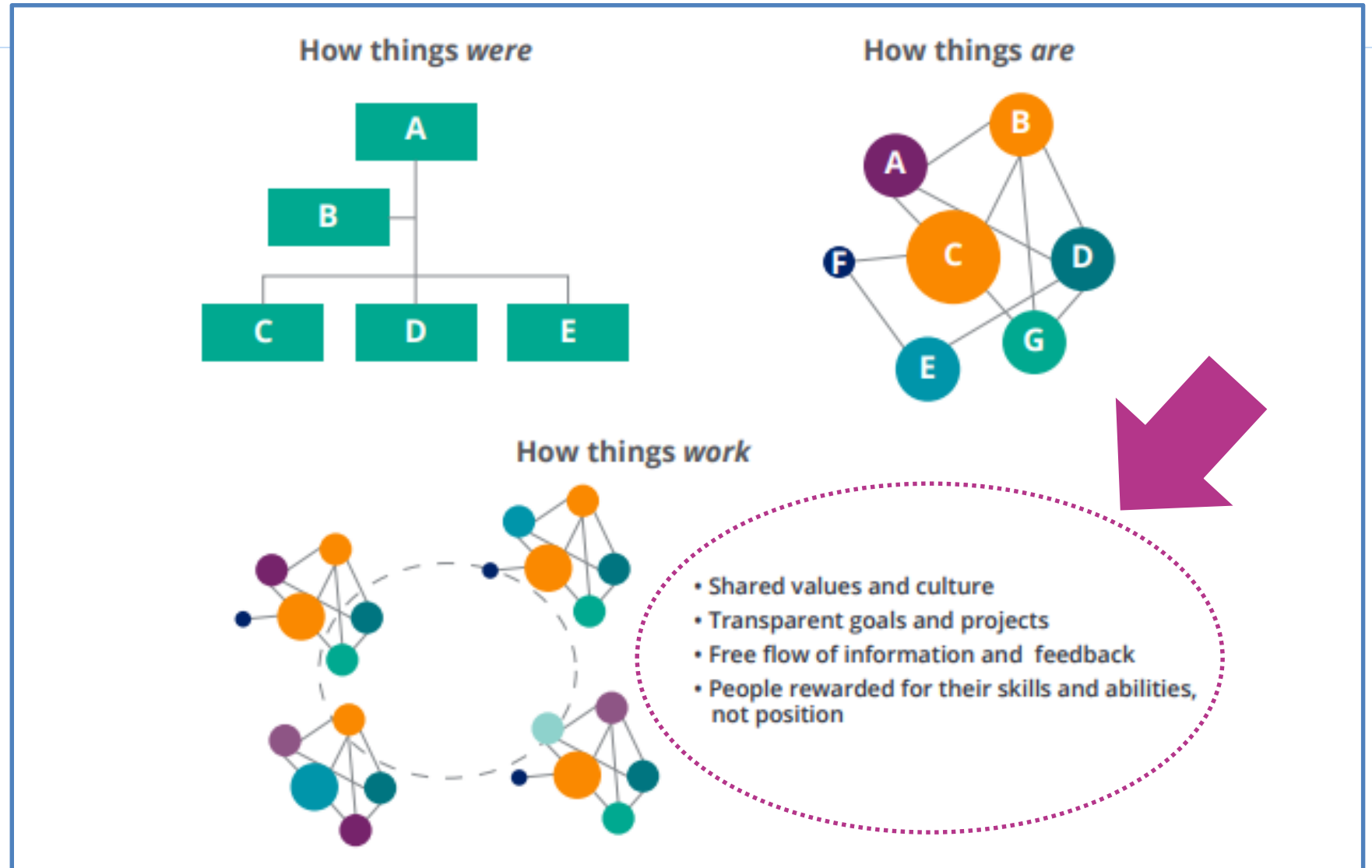
The context

The organization of the future



The context

The organization of the future



The context

The organization of the future

- Company as **agile network** empowered by team leaders and fueled by collaboration and knowledge-sharing



The context

The organization of the future

- Bottom-up approach to organizational change
- **Leaders** as **facilitators and supporters** of emergent change (Liebhart & Garcia-Lorenzo, 2010)
- **Multiple actors** who simultaneously exercise a directing influence on the change process (Kickert, 2010)
- People «create followers» to grow in influence and authority



Disruption of traditional leadership concept

Leadership concept & Traditional approaches to leadership

The concept of leadership

Leadership is

- *“a process whereby an individual influences a group of individuals to achieve a common goal”* (Northouse, 2013)

It is about

- *Creating a vision*
- *Sharing that vision*
- *Getting people to believe in it (collective ambition)*
- *Empower them to realize it*

How do you do that?

Traditional approaches to leadership

Trait Approach



Traditional approaches to leadership

Behavioral Approach

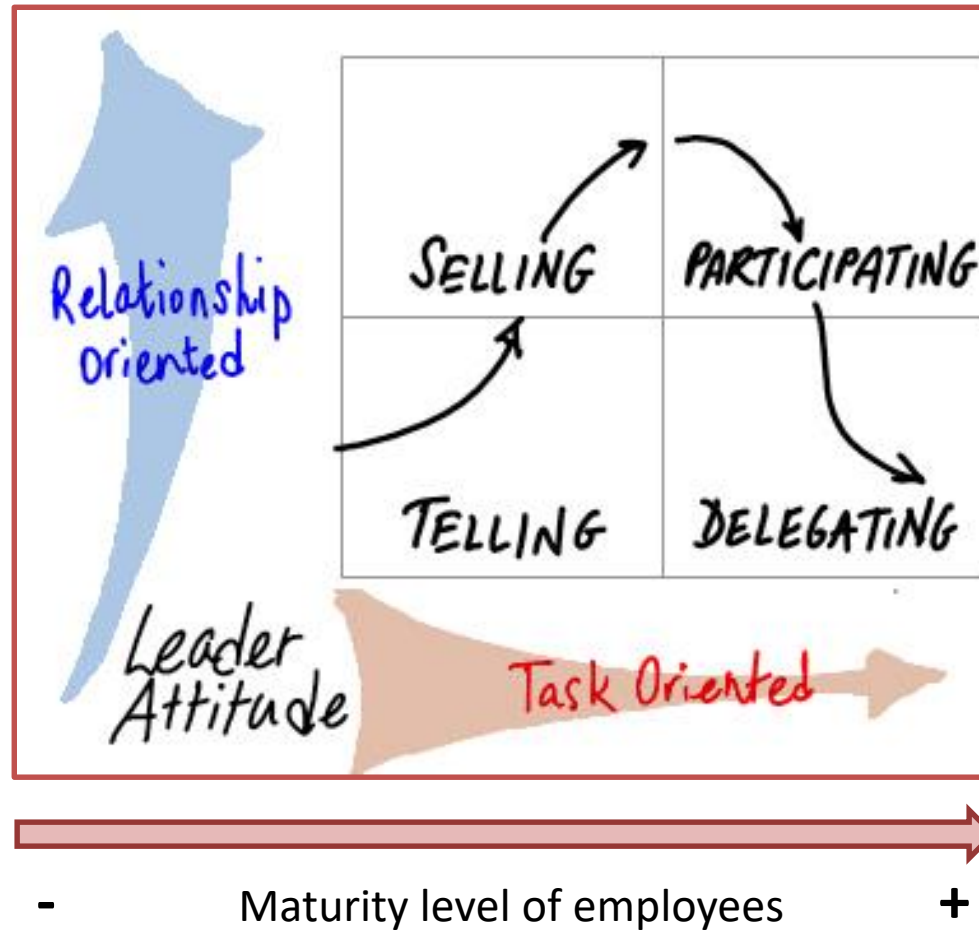
LITTLE MISS TASK-ORIENTED



- Transactional leadership
- Transformational leadership

Traditional approaches to leadership

Contingency Approach



(Hersey & Blanchard, 1969/1977)

Contemporary approaches to leadership

Contemporary Approaches

Collaborative forms of leadership

- ▶ **Shared** (diversity of thought and talent)
- ▶ **Distributed** (diversity of expertise and inclusion)
- ▶ **Network** (collaborating across boundaries of values, beliefs and cultures)

(Bolden et al., 2011)

Contemporary Approaches

Collaborative leadership is characterized as being

- ▶ Concurrent
- ▶ Collective
- ▶ Mutual
- ▶ Compassionate

And IT INVOLVES

- ▶ Engagement in collaborative problem-solving and decision-making
- ▶ Sharing information openly
- ▶ Sharing responsibility & control



Giving everyone a voice

Contemporary Approaches

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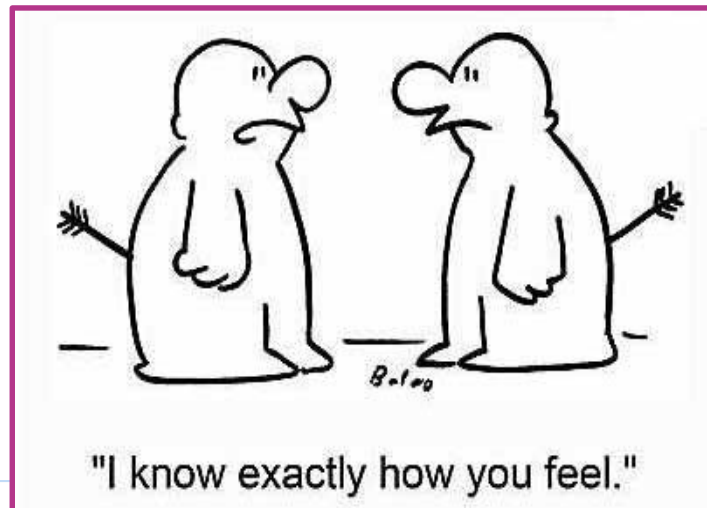
And IT REQUIRES

- ▶ Investment in group processes
- ▶ Being open to multiple perspectives
- ▶ Relinquish individual control over outcome
- ▶ Shift attention from self to others

Contemporary Approaches

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And IT REQUIRES

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- ▶ Shift attention from self to others
- ▶ Listen and develop empathy, curiosity, responsiveness ...

Contemporary Approaches

Inclusive leadership

“a leadership practice that focuses on valuing diversity and the effective management of diversity and inclusion of all” (Ferdman, 2014)

- ▶ Empowerment, participation and engagement of all
- ▶ Creation of inclusive workplaces and work cultures: respect, value others, see from others' point of view



Leadership and power

Leadership and Power

Are leaders loosing power?
Or are influence relationships of a different nature?



All the most important to understand

- the nature of power
- This allows to
 - identify it
 - select it
 - develop it
 - exercise it
 - manage it

Sources

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